



ELCINST 5224.2B
APR 03, 2000

ENGINEERING LOGISTICS CENTER INSTRUCTION 5224.2B

Subj: ENGINEERING LOGISTICS CENTER STRATEGIC PLAN

1. PURPOSE. This instruction promulgates the Engineering Logistics Center 2000 - 2005 Strategic Plan.
2. ACTION. All employees are to become familiar with the contents of this instruction.
3. DIRECTIVES AFFECTED. ELCINST 5224.2A is hereby cancelled and superseded.
4. DISCUSSION.
 - a. The purpose of the Strategic Plan is to help provide our employees with a common understanding of where the Command is headed by describing our mission and vision as well as the command goals. It also describes those values and guiding principles that the Command ascribes to as it conducts its daily business and makes strategic decisions. These are the values by which we, as individuals and a Command, are expected to conduct ourselves. The guiding principles will direct our interactions and business decisions for today and our strategic decisions for tomorrow. The Strategic Plan is the starting point for all ELC planning including business plan development for Divisions and Branches. Division and Branch Plans include initiatives, owners, due dates and tie to measures of performance and Command Strategic Goals.
 - b. The strategic planning process actually began in June, 1998 when the ELC conducted a preliminary Strategic Planning Workshop with members of both the ELC's Executive Steering Committee (ESC) and G-S/G-SEN. As a result of that Workshop the ESC developed a SWOT Analysis that identified the ELC's strengths, weaknesses, opportunities and threats.
 - c. The Strategic Plan was developed using the results from the 1998 SWOT Analysis, the Human Resource Council (HRC) survey (December, 1998), the Equal Opportunity (EO) Program Review (April, 1999), the Climate Assessment (October, 1999) and the Commandant's Quality Award (CQA) Self-Assessment (November, 1999). The deliverables from these independent efforts, which involved and collected input from the majority of the Command, along with the Commandant's Direction and the guiding principles and vision of G-S/G-SEN were used to assess the current ELC environment and processes and fueled the Strategic Planning efforts.
 - d. The framework of the Strategic Plan is built upon the criteria of the Commandant's Quality Award (CQA) program. The CQA program, administered by the Coast Guard's

Leadership and Quality Institute, is based on the highly successful Malcolm Baldrige National Quality Award. The CQA Award itself is presented annually to high-performing Coast Guard units. The CQA criteria focuses on seven major categories; Leadership, Strategic Planning, Customer Focus, Information and Analysis, Human Resource Management and Development, Process Control and Business Results. The criteria serves as the mechanism to put the ELC's Vision, Mission, Values and Goals into action.

- e. The Leadership, Strategic Planning and Customer Focus categories combine to set the basic direction and plan of action for the Command. The Human Resource Management and Development and Process Control categories are aligned with the Command's Vision, Mission, Values and Strategic Plan in order to get the results that our customers require. The Information and Analysis category ensures that information is collected, analyzed and used throughout the command to track performance and adjust processes and human resources, as needed. The Business Results category is our performance report card identifying what the Command has actually achieved.
5. MAINTENANCE. This instruction will be maintained by the Quality Management Branch (ELC-001).

J. A. WALKER
Commanding Officer

Enclosure: (1) [2000 – 2005 ELC Strategic Plan](#)

U. S. COAST GUARD ENGINEERING LOGISTICS CENTER

2000 - 2005 STRATEGIC PLAN

PART I: INTRODUCTION. Strategic planning is a never-ending process. The organization looks at its future and then develops the necessary policies and procedures to influence the future. This vision of the future state of the organization provides the direction in which the organization should move and the energy to begin that move. It requires the setting of clear goals and objectives and the accomplishment of those goals and objectives within a given time frame.

Strategic Planning seeks to optimize the organization, its systems and its decisions through careful articulation of the organization's mission, vision, values and goals. It also requires analysis of environmental developments, which could have an impact on the organization's future. The Engineering Logistics Center approach to Strategic Planning is an iterative process that continuously defines and validates the organization's mission, vision, values and goals and looks at the organization's strengths, weaknesses, opportunities and threats within the context of the current environment (political, fiscal etc). This plan then becomes the cornerstone for business plans and objective actions necessary for continuous improvement throughout the organization. To be of real value, this process requires involvement by a large segment of the organizational population representing the diverse viewpoints, both business and personal, found within the organization.

PART II. VISION STATEMENT. The vision statement describes our vision of the future state of the Engineering Logistics Center. The vision statement, recognizing the environment in which we operate, aligns the organization in a specific direction and provides the energy to begin movement towards this vision.

ENGINEERING LOGISTICS CENTER

VISION STATEMENT

The ELC will be an engineering and logistics “Center of Excellence.” Each ELC member will share in the philosophy of operating as a customer-focused and competitive business. Efficiency and effectiveness will play key roles in our decisions.

Operating as a team and tapping the diversified talents of our people, we will share ownership in accomplishing our mission and shaping our future.

PART III: MISSION STATEMENT. A well articulated mission statement is central to the Strategic Planning process. A broad statement, expected to remain in effect for an extended period of time, it answers the most basic strategic planning question - Why does this organization exist and what is its purpose for being? The mission statement is the mandate toward which all our effort is directed.

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MISSION STATEMENT:

Our mission is to deliver the right parts, information and service support at the right time, place and cost to maximize our customer's operational capability and effectiveness.

PART IV: ELC CORE VALUES. The ELC core values, Honor, Respect and Devotion to Duty are the Coast Guard's core values which bind us together and guide our conduct, performance and decisions every day. They are deeply rooted in the heritage of commitment and service which has made the Coast Guard great. We embrace and live these values in our professional as well as our personal lives.

HONOR: Integrity is our standard. We demonstrate uncompromising ethical conduct and moral behavior in all of our personal and organizational actions. We are loyal and accountable to the public trust.

RESPECT: We value our diverse workforce. We treat each other and those we serve with fairness, dignity, respect and compassion. We encourage individual opportunity and growth. We encourage creativity through empowerment. We work as a team.

DEVOTION TO DUTY: We are professionals, military and civilian, who seek responsibility, accept accountability and are committed to the successful achievement of our organizational goals. The Engineering Logistics Center exists to serve: We serve with pride.

PART V: GUIDING PRINCIPLES. The Command guiding principles described below are intended to direct our interactions and business decisions for today and our strategic decisions for tomorrow.

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GUIDING PRINCIPLES

CUSTOMER FOCUS: Make customer satisfaction our highest priority. Through a commitment to excellence, partner with our customers to provide quality information, parts and service products in a timely manner.

QUALITY: Continuously improve processes and systems to achieve efficiency and cost effectiveness, tapping into the creativeness and resourcefulness of our employees.

EMPOWERMENT: Trust and encourage employees to apply their initiative, training, professional experience and judgment to make decisions and maximize mission accomplishment.

TEAMWORK: Work together to achieve organizational goals. Encourage open communication to serve our customers with dedication, integrity, and courtesy.

EMPLOYEE DEVELOPMENT: Make employees aware of opportunities available and encourage individual initiative for personal and professional growth.

PRODUCTIVE WORKPLACE ENVIRONMENT: Assure a workplace environment which values diversity, ensures equal opportunity, provides safe work facilities and provides a balance between work and personal life. All employees will be treated with courtesy, respect and dignity.

At the center of our values and guiding principles are the ELC employees. They are our greatest asset and determine how we are viewed by our customers.

"WE ARE WHAT OUR EMPLOYEES MAKE US"

PART VI: COMMAND STRATEGIC PLAN CATEGORIES AND CHALLENGES. The Strategic Plan is segmented into seven categories. The seven categories are derived directly from the seven categories of the Commandant's Quality Award (CQA) Program (Leadership, Strategic Planning, Customer Focus, Information and Analysis, Human Resource Development, Process Management, and Business Results). Each category has a challenge which identifies and describes a long-term actionable summary for each category of the Strategic Plan.

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STRATEGIC CHALLENGES:

1. LEADERSHIP CHALLENGE
2. STRATEGIC PLANNING CHALLENGE
3. CUSTOMER FOCUS CHALLENGE
4. INFORMATION AND ANALYSIS CHALLENGE
5. HUMAN RESOURCE DEVELOPMENT AND MANAGEMENT CHALLENGE
6. PROCESS MANAGMENT CHALLENGE
7. BUSINESS RESULTS CHALLENGE

PART VII. GOALS AND OBJECTIVES: The development of strategies and objectives at all levels of our organization will be focused on achieving the Command's long range goals, in pursuit of our vision which is our "ultimate goal". Our success as an organization will be determined by our ability to continuously improve in each area.

Strategic goals are broad, long-range or tactical statements that define the required changes or direction needed to move us toward addressing our challenges.

Objectives are measurable action items focused on achieving our established goals.

Numbers assigned to goals are merely for reference purposes. All goals are considered equally important to the achievement of the ELC vision of a fully functioning organization. However, those goals that are bolded have been identified as the critical items which need to be addressed first.

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CHALLENGES, STRATEGIC GOALS AND OBJECTIVES:

1. Leadership Challenge

WHAT IT MEANS

The ELC's leadership system consists of the chain of command and the Quality Management System embodied in the individual leadership that each member brings to the job. The ELC's challenge is to maintain a leadership system in which all members support and enable organizational direction, values, performance expectation, customer focus, diversity, empowerment and community involvement.

GOAL 1.1: Reinforce Accountability and Recognition

OBJECTIVES:

1.1.1 Ensure the Excellence, Achievement and Recognition System (EARS) is implemented effectively. (ESC/PMO)

1.1.2 Publish good order and discipline and awards report. (PMO)

1.1.3 Enhance Wardroom for military/supervisors. (ESC/PMO)

1.1.4 Enhance communications throughout ELC. (ESC/PMO)

GOAL 1.2: Improve Management Practices. Consistently apply management practices, policies, rules and regulations.

OBJECTIVES:

1.2.1 Conduct frequent meetings between the Executive Steering Committee (ESC) and Branch Chiefs. Meetings shall be at least 3 times per year. (ESC)

1.2.1.1 Communicate the Command's leadership philosophy, expectations, behaviors and accountability issues.

1.2.1.2 Develop and deliver training on Fraud, Waste and Abuse. Clarify Supervisor responsibilities. Roll out A123 and internal controls plans and procedures.

1.2.1.3 Standardize and enforce Command policy and procedures. Emphasize policy and procedures at the Branch Chief Meetings.

1.2.2 Develop the Command's Priority List (Hot Item List) identifying current events, projects, issues, etc. Updates will be provided to the CO/XD/ESC weekly. The list will be paperless and maintained in a public folder. Critical items will be briefed as necessary. (CO/XD)

- 1.2.3 Update PMO activities Command Calendar with awards, activity and events. (PMO)
- 1.2.4 Improve communications and coordination between 01 and 02. (01/02)
- 1.2.5 Senior management will walk through areas on a regular basis. (ESC)
- 1.2.6 Increase/clarify military protocol/customs and courtesies throughout the entire Command. (ESC)
- 1.2.7 Expand Command Master Chief (CMC) Leadership role within Command. (CO/CMC)
- 1.2.8 Define roles and responsibilities of Team Leaders. (PMO)

GOAL 1.3: Quality Management Boards (QMBs) are the focal point for the Quality program.

OBJECTIVES:

- 1.3.1 Identify and communicate key measures to QMBs. (ESC)
- 1.3.2 Develop a process to provide timely and detailed feedback to QMBs, Quality Action Teams (QATs), Natural Working Groups (NWGs) and all chartered groups. (ESC)
- 1.3.3 Develop a process to ensure prompt action is taken on urgent issues. (ESC)
- 1.3.3 Clarify responsibilities of Divisions and QMBs. Identify where the responsibilities of one stops and the other begins. (QMBs)
- 1.3.4 Reemphasize consultant role while on Improvement Teams. (CO/XD)
- 1.3.5 Establish Consultant Role Just-In-Time (JIT) training for newly chartered improvement teams. (PMO)

GOAL 1.4: Improve Campus Environment

OBJECTIVES:

- 1.4.1 Implement effective video conferencing. (05)
- 1.4.2 Develop Plans Of Action (POAs) for the leases existing at Columbia and Ordnance Road. (XD/02/03)
- 1.4.3 Optimize warehouse space allocations. (02/03)

2. Strategic Planning Challenge

WHAT IT MEANS

Strengthen organizational performance and competitive position by employing measurable strategic objectives and actions which provide the right systems capabilities at the right time, place and cost.

GOAL 2.1: "Operationalize" the Strategic Plan. Involve all members in support of ELC Strategic Goals.

OBJECTIVES:

2.1.1 Develop system to measure success in meeting strategic goals. Review the Strategic Plan quarterly. (ESC)

2.1.2 Develop Division and Branch plans which enhance/compliment strategic objectives with measures to support them. (Division Chiefs)

2.1.3 Create a closer tie between the strategic plan and tactical activity in Branch and QMB activity. (ESC)

2.1.4 Deploy and interpret strategic plan to all members. Ensure the goals and objectives are clarified to all employees. (PMO)

2.1.5 Produce progress reports and conduct a quarterly review. (PMO)

2.1.6 Analyze and collect comparative data on how our competitors and/or similar organizations do business. (QMBs)

2.1.7 Link Division and Branch MOEs to Strategic Plans. (Division Chiefs)

2.1.8 Review the Branch Planning Management System (BPMS) as a useful tool for Strategic Linkage. (ESC)

GOAL 2.2: Instill a "SYSTEMS" focus. The "SYSTEMS" focus is intended to tie together all aspects of a program, in support of a system(s), individual parts, subassemblies, subsystems, support equipment and associated operational equipment ensuring that they will effectively function as needed.

2.2.1 Educate ELC members on how to perform effective systems engineering support from pre-conception through post-disposal for assets managed by the ELC. (ESC)

2.2.2 Provide engineering direction and services to support design development, acquisition, safety and service life. (02)

2.2.3 Serve as the focal point for investigating and applying advanced technology and methodologies. (01)

2.2.4 Develop, implement and sustain engineering and logistics support plans which accurately reflect available maintenance information and procurement methodology. (01/02)

2.2.5 Establish a preventive maintenance program that outlines requirements and measures its effect on platform/equipment reliability. (01)

2.2.6 Maintain open lines of communication between internal and external customers in support of systems engineering services. (01/02)

GOAL 2.3 Align Resources. Maintain a keen sense of awareness of external politics, customer needs and expanding or diminishing opportunities to align our resources to allow for expansion or compression of ELC mission responsibilities.

OBJECTIVES:

2.3.1 Use the Business Process Redesign (BPR) process as a model for future reorganizations. (PMO)

2.3.2 Move towards Supply Fund (i.e., Single-year funding to multi-year funding) (04/XD)

2.3.3 Determine a better workload leveling tool to effectively align resources throughout the Command. (i.e., PAL modification - delete OPFAC modifications) (PMO)

2.3.4 Establish engineering workload levels (i.e., OE work %, AC&I work %, S&D work %) (02)

GOAL 2.4: Define and Strengthen Partnerships. Strengthen links with SEN / SLS / SLP / O / SCE /G-A, etc. Take a leadership role in key G-S business processes where we are a partner (G-A, MLC, YARD).

OBJECTIVES:

2.4.1 Develop and market ELC capabilities. (01/02)

2.4.2 Develop and promulgate an availability/new system rollout support process for ELC products and services in concert with strategic partners. (01)

2.4.3 Engage Headquarters' Programs. (01/02/04)

2.4.4 Increase ELC influence with OLSP/ILSP. Connect processes. (01)

2.4.5 Increase ELC leadership role with NEPGT/NEMLWG. (CO/XD/01/02)

2.4.6 Increase logistics policy development with G-SLP. (01/02/04)

2.4.7 Increase logistic/parts issue with G-CI and Foreign Military Sales (FMS) process. (01)

2.4.8 Maximize liaisons with other Government Agency (OGA) Inventory Control Points (ICPs). (02)

3. Customer Focus Challenge

WHAT IT MEANS

All members enhance customer/partner relationships by identifying, understanding and managing their customers'/ partners' expectations.

GOAL 3.1: Create a Customer-Centered Culture

OBJECTIVES:

3.1.1 Identify customers for all product lines. Segment customers and determine relative importance. Determine methods to identify customer requirements. Develop measures to determine customer satisfaction / dissatisfaction for product lines and promulgate key measures on the Web site. (QMBs)

3.1.2 Define customer service and customer service expectations throughout the Command. (ESC)

3.1.3 Use customer feedback and their measures to identify strengths and weaknesses in our processes. (QMBs)

GOAL 3.2: Proactively market ELC products and services to our external customers

OBJECTIVES:

3.2.1 Invite customers to visit ELC to brief and be briefed. Encourage and enable senior members to set expectations. (ESC)

3.2.2 Brief external customers (e.g. CO's conferences and round ups). Create a system to effectively distribute information inside and outside of the ELC. (Support Services QMB / All ELC)

3.2.3 Research new markets. (01/02)

GOAL 3.3: Provide effective and efficient Information, Parts and Service products and to our customers.

OBJECTIVES

3.3.1 Establish a system to provide priority visibility for ATON and LORAN similar to what is currently given to CASREPs. (02)

3.3.2 Ship 100% of CASREP's within 24 hours or resolve within 10 days. (02/03)

3.3.3 Integrate the CASREP and Requisition process. (Parts QMB)

4. **Information and Analysis Challenge**

WHAT IT MEANS

Develop and accurately analyze, interpret and integrate information that enables the Command to efficiently and effectively accomplish its mission.

GOAL 4.1: Fully establish SCCR and ensure smooth transition to Martinsburg.

OBJECTIVES:

4.1.1 Develop Human Resource plan for SCCR move. (05/XD/CO/PMO/CSAs)

4.1.2 Develop hardware/software transition and support plan for OSC transfer (05)

GOAL 4.2: Apply New Technology

OBJECTIVES:

4.2.1 Develop transfer and sustainment plan for CMPlus and Fleet Logistics System (FLS) (increment 3) (Information QMB)

4.2.2 Participate in developing a single integrated logistics information system. (Information QMB)

4.2.3 Move to a paperless environment. (Information QMB)

4.2.4 Use current technology to maintain the constant flow of information to employees, customers and partners. (Information QMB)

4.2.5 Identify information which would benefit from web-based dissemination and develop a timeline for implementation. (Information QMB)

GOAL 4.3: Practice "Good Logistics". Develop a robust, timely, "*PUSH*" focused information logistics system with our partners.

OBJECTIVES:

4.3.1 Develop a focused critical items Point of Entry (POE) measure. (Parts QMB)

4.3.1.1 Identify plan of action and milestones. (Parts QMB)

4.3.2 Implement aggressive inventory accuracy maintenance plan and reporting process. (04/Parts QMB)

4.3.3 Reduce Long Supply. (Parts QMB)

4.3.4 Implement inventory management plan to aggressively reduce long, obsolete stock and stock not related to our business. (Parts QMB)

4.3.5 Develop Mission Essential Equipment List (MEEL) for all platforms. (01/02)

GOAL 4.4: Make Information-based Decisions (Use Information)

OBJECTIVES:

- 4.4.1 Define FY2000 Chief, Financial Officer (CFO) requirements and priority. (04/CO)**
- 4.4.2 Investigate Activity-Based Costing (ABC), develop a cost/benefit analysis and action plan. (04)**
- 4.4.3 Develop end-user query capability requirements. (05)**
- 4.4.4 Establish organizational Measures of Effectiveness (MOEs). (QMBs)
- 4.4.5 Develop and publish CASREP measures. (Parts QMB)
- 4.4.6 Implement the People's Staffing (P4) model to capture all resource requirements. (XD/PMO)
- 4.4.7 Implement Total Asset Visibility (TAV). (Information QMB)

5. Human Resource Management and Development Challenge

WHAT IT MEANS

Foster an environment which enables all members to develop and utilize their full potential to contribute to the mission.

GOAL 5.1: Improve the Command's Training Program

OBJECTIVES:

5.1.1 Establish Leadership/Management Training for all Supervisors and Team Leaders. Conduct regular manager/leadership training clearly stating expectations, behaviors and accountability. (PMO)

5.1.1.1 Develop a catalog and schedule of available Leadership Training. (PMO)

5.1.2 Create Military/Civilian Workforce training addressing polarization, dissension and rank/peer relationships. (PMO)

5.1.3 Evaluate and improve the Individual Development Plan (IDP) process. Ensure only value-add information is required. Link IDPs to the ELC budget process. Set Command expectations. (ESC/PMO)

5.1.4 Establish centralized catalog of all available training. (PMO)

5.1.5 Create Customer service training for all hands. (02/PMO)

5.1.6 Develop ELC directory, describing Division/Branch function and member responsibility. (PMO)

5.1.7 Develop training on ELC Competitive Business Philosophy. (CO/XD)

5.1.8 Develop an in-house training program using our own expertise. Maximize the use of training offered by the Quality Performance Consultants, Leadership and Quality Institute, etc. (PMO)

GOAL 5.2: Create a Productive Work Environment. Employ a Human Resources Plan that focuses on training, trust, communications and accountability.

OBJECTIVES:

5.2.1 Create a cohesive facility rehabilitation plan. (ESC)

5.2.2 Continuously review ELC facilities for safety and quality. (Divisions)

5.2.3 Determine how to best re-utilize personnel resources and solve the one-deep problem. (ESC)

5.2.4 Maximize effectiveness of Command Staff Advisors, ELC Personnel Management Office (PMO) and Worklife program interface. (PMO)

5.2.5 Investigate Telecommuting Program. (03)

5.2.6 Create Super Local Routing Code (LRC) Master to prevent SCCR lockup/work stoppage. (05)

5.2.7 Promote the Anonymous Suggestion (ANON) System. (CO/XD)

5.2.8 Develop and publish a Human Resource Plan. (PMO)

GOAL 5.3: Create Rewarding Career Paths

OBJECTIVES:

5.3.1 Develop an employee orientation class. (XD)

5.3.2 Establish a formal mentoring program. (PMO)

5.3.3 Set a target for civilian career-ladder position development. (ESC)

5.3.4 Formalize the collateral duty process. Rotate collateral duties on every two years.
(PMO/ESC)

5.3.5 Improve SPEAR relations. (Chief's Mess)

5.3.6 Continue to maximize performance recognition and awards system. (ESC/Awards Board)

5.3.7 Improve OPM relations. (01)

6. Process Management Challenge

WHAT IT MEANS

Maintain organizational flexibility and agility while meeting performance expectations through process-based analysis/decision making and problem resolution. Reinforce the Command's continuous improvement process management system.

GOAL 6.1: Continuously improve all ELC processes, products and services

OBJECTIVES:

6.1.1 Establish a Support Services QMB to evaluate internal processes and procedures. (PMO)

6.1.2 Establish a team to develop SCCR documentation and training. Expand SCCR operational expertise. (05)

6.1.3 Establish a system to continually assess business practices to realign resources and technology. (QMBs)

6.1.4 Conduct regular review of support processes. (Support Services QMB)

6.1.5 Revitalize Material Acquisition Board (MAB). (03/04)

6.1.6 Map unmapped processes and determine where desk guides are needed. (QMBs)

6.1.7 Reevaluate work processes, identify cross-functional processes and align with critical measures. (QMBs/PMO)

6.1.8 Strengthen Quality Assurance (QA) for problematic/critical items. (04/02)

6.1.9 Establish a single configuration management process. (01)

6.1.10 Establish a single allowance process that supports Hull, Mechanical, Electrical, Electronics and Ordnance systems. (01)

6.1.11 Develop and implement a detailed technical information management process. (02)

GOAL 6.2: Eliminate Redundancies

OBJECTIVES:

6.2.1 Automate (web-base) all possible processes. (QMBs with 05 support)

6.2.2 Create common repository for all customer complaints. Centralize customer complaint handling and response. (02, 01)

6.2.3 Review all existing reports and integrate them where possible. (Information QMB)

7. Business Results Challenge

WHAT IT MEANS

Efficiently and effectively accomplish the mission and drive continuous improvement through customer, partner and member satisfaction and regulatory performance results.

GOAL 7.1: Analyze and maximize the use of results

OBJECTIVES:

7.1.1 Develop outcome-based performance measures. (QMBs)

7.1.2 Develop ELC score card, publish and evaluate. Develop key indicators. Define critical success factors. (ESC)

7.1.3 Reassess all current Measures of Effectiveness (MOEs) for effectiveness and value. (QMBs)

7.1.4 Ensure/continue Chief, Financial Officer (CFO) compliance. Fully establish SCCR. Document processes and provide training. Develop measures for determining level of compliance. Establish repairables valuation. Publish the results. (CO/04)

GOAL 7.2: Publicize Results

OBJECTIVES:

7.2.1 Post Command key measures in spaces, along with branch measures that contribute. (ESC/QMBs)

7.2.2 Post results on the ELC web site. (PMO)

7.2.3 Generate and post an annual report of all results. (XD)